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OPERATIONAL PLANNING GUIDELINES

July, 1986

Ministry of the Environment

Corporate Policy and Planning

17604

OPERATIONAL PLANNING GUIDELINES

JULY, 1986

Ministry of the Environment
Corporate Policy and Planning

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INTRODUCTION

This document describes the major steps, organizational responsibilities and timing of the Ministry's Operational Planning Process. The process follows a 12 month cycle, commencing in April with a report on the outlook for the following fiscal year, and ending in March with a final report on the Ministry's work plan and detailed budget. Implementation of this work plan then begins.

In-year processes for expenditure and manpower control, and for periodically making adjustments in priorities and resources allocations, take effect with the implementation but are not discussed in this document.

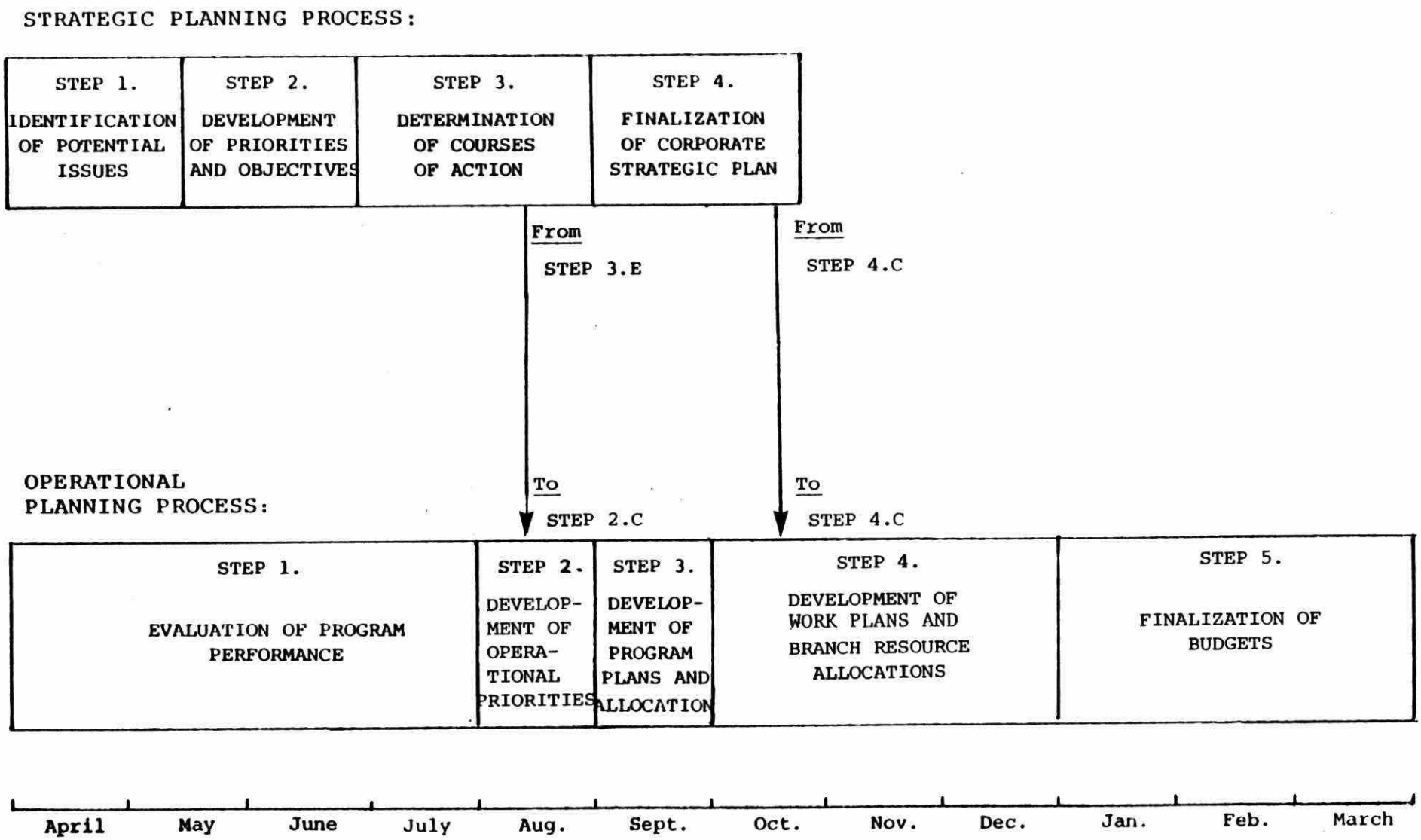
These guidelines have been developed on the assumption of a "normal" planning year. The actual timing of a number of events must, in fact, be flexible in order to adjust to the timing of the Central Agencies. There is considerable variation from year to year in the dates that targets and instructions are received by the Ministry.

The Operational Planning Process is designed in concert with the Strategic Planning Process and the Policy Development Process. Both the information available from these processes and the timing of the various events of the processes must be consistent.

The relationship to the Strategic Planning Process is shown in Figure 1.

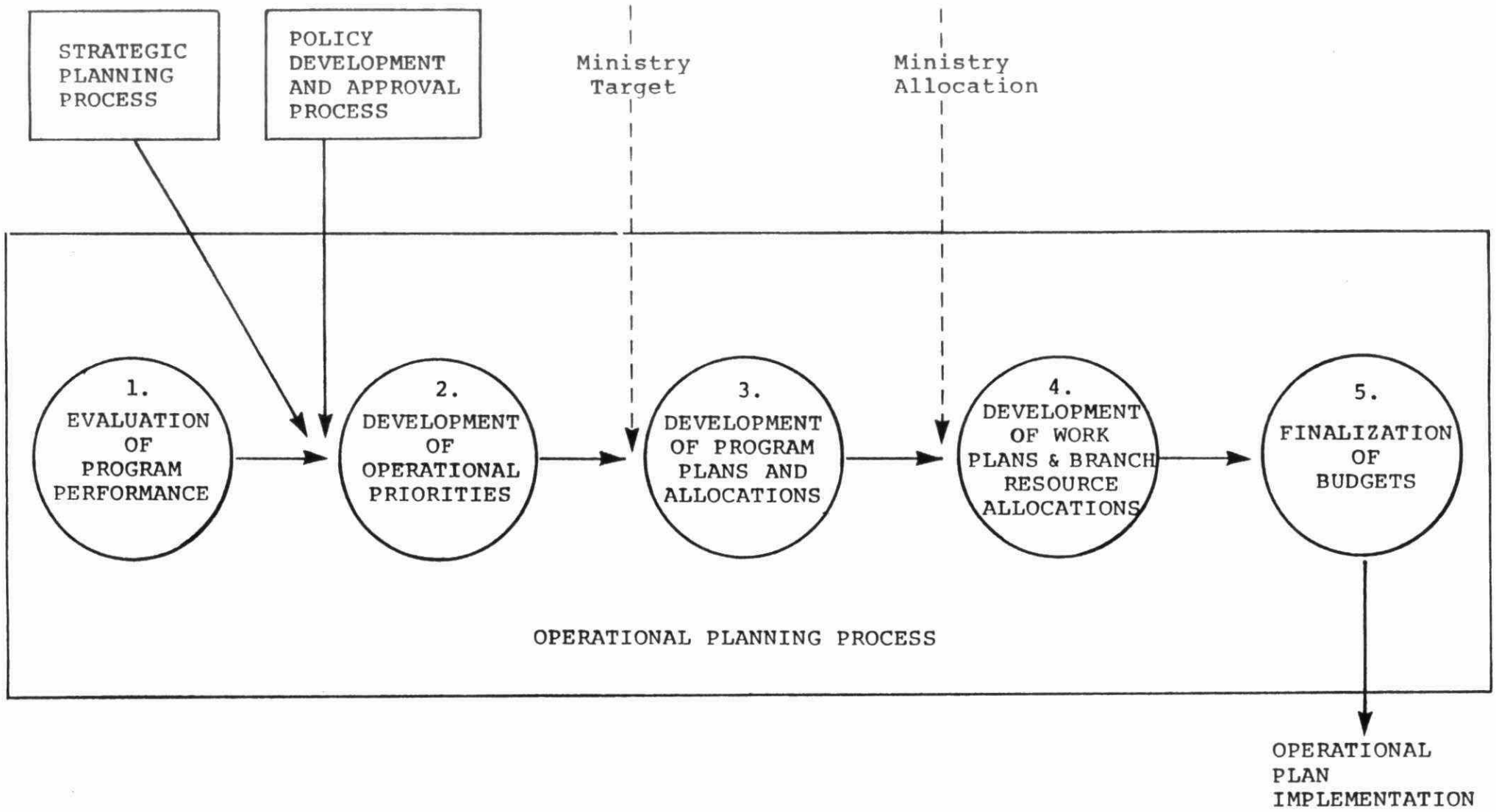
Figure 1.

RELATIONSHIP BETWEEN THE STRATEGIC PLANNING PROCESS AND THE OPERATIONAL PLANNING PROCESS



OPERATIONAL PLANNING PROCESS

Figure 2.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STEP 1. EVALUATION OF PROGRAM PERFORMANCE

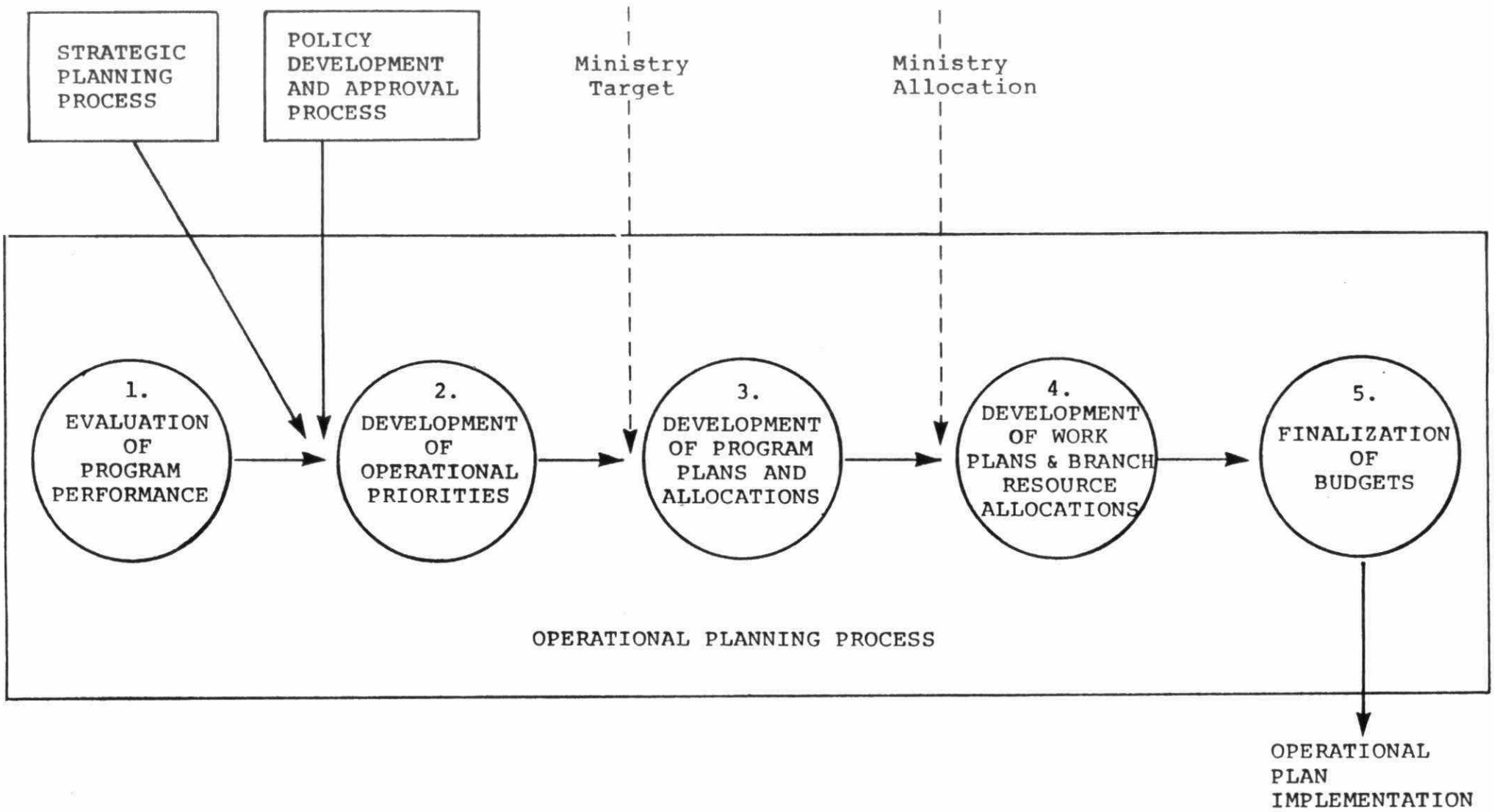
In the first Step of the Operational Planning Process, information is collected on results achieved in the previous year, results expected for the current year, and results forecast for the upcoming year. These are reviewed by the Management Committee.

	Time	Event	Responsibility	Result
1.A	April	Prepare document summarizing major decisions on priorities, plans and the future outlook for use in the operational planning cycle.	Corporate Policy and Planning	Report for Division Heads, Branches
1.B	April	Request information on accomplishments in previous fiscal year for year-end M.B.R. report and comparison with work plans.	Corporate Policy and Planning	
1.C	June	Complete preparation of M.B.R. information.	Branches	Submission to Corporate Policy and Planning
1.D	June	Assess and consolidate year-end information and prepare year-end Corporate M.B.R. Report and Abstract.	Corporate Policy and Planning	Report to Management Committee
1.E	June	Approve year-end M.B.R. Report and Abstract.	Management Committee	

	Time	Event	Responsibility	Result
1.F	June	Transmit Year-end M.B.R. Abstract to Management Board.	Deputy Minister	Ministry Report

END PRODUCT OF STEP 1.: Information for the Management Committee to assess the past performance of major programs and overall environmental quality. This information is to be incorporated with the end products of Step 3, the Strategic Planning Process and the Policy Development and Approval Process.

Figure 3.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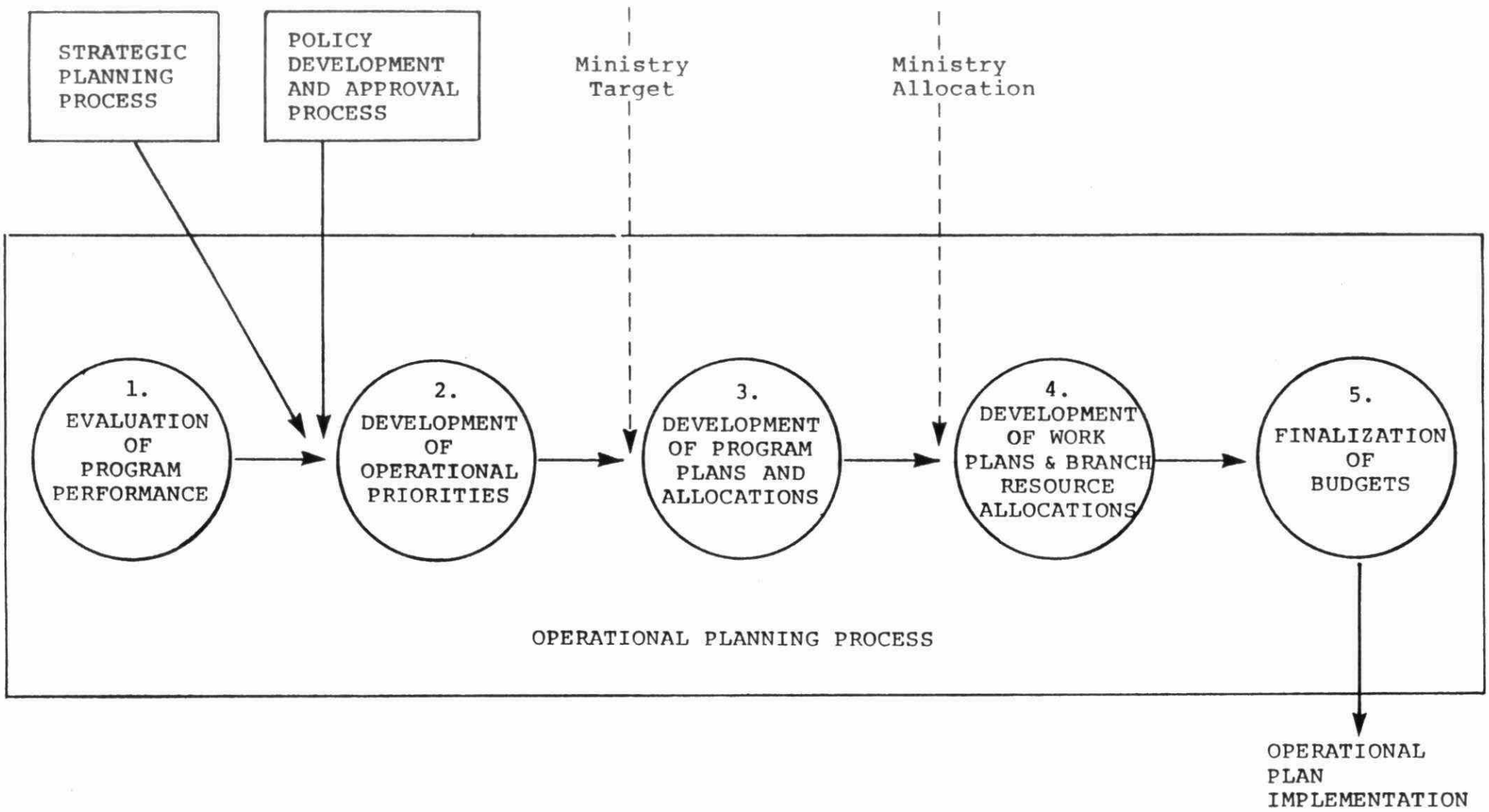
STEP 2. DEVELOPMENT OF OPERATIONAL PRIORITIES

In this Step, broad priorities and plans for the upcoming year are established so as to be prepared to assess the implications of various funding decisions.

	Time	Event	Responsibility	Result
2.A1	July	Develop base expenditure forecast and financial implications of approved policy effects.	Corporate Policy and Planning	Report to Management Committee and report to Management Board
2.A2	August	Identify Divisional resource pressure points and operational priorities.	Branches and Divisions	Divisional Report to Corporate Policy and Planning
2.B	August	Summarize resource needs related to approved policies.	Corporate Policy and Planning	
2.C	August	Consolidate information from Step 2.A and 2.B with resources requirements identified in Step 3.D of the Strategic Planning Process.	Corporate Policy and Planning	Report to Management Committee
2.D	August	Establish initial program performance objectives and allocations; set operational priorities on these.	Management Committee	Notification to Branches and Program Managers of priorities.
		Select major policy issues for presentation to Central Agencies.	Management Committee	Report to Management Board

END PRODUCT OF STEP 2.: Adequate information for the Management Committee to assess the implications of the allocation when it is received in Step 4.

Figure 4.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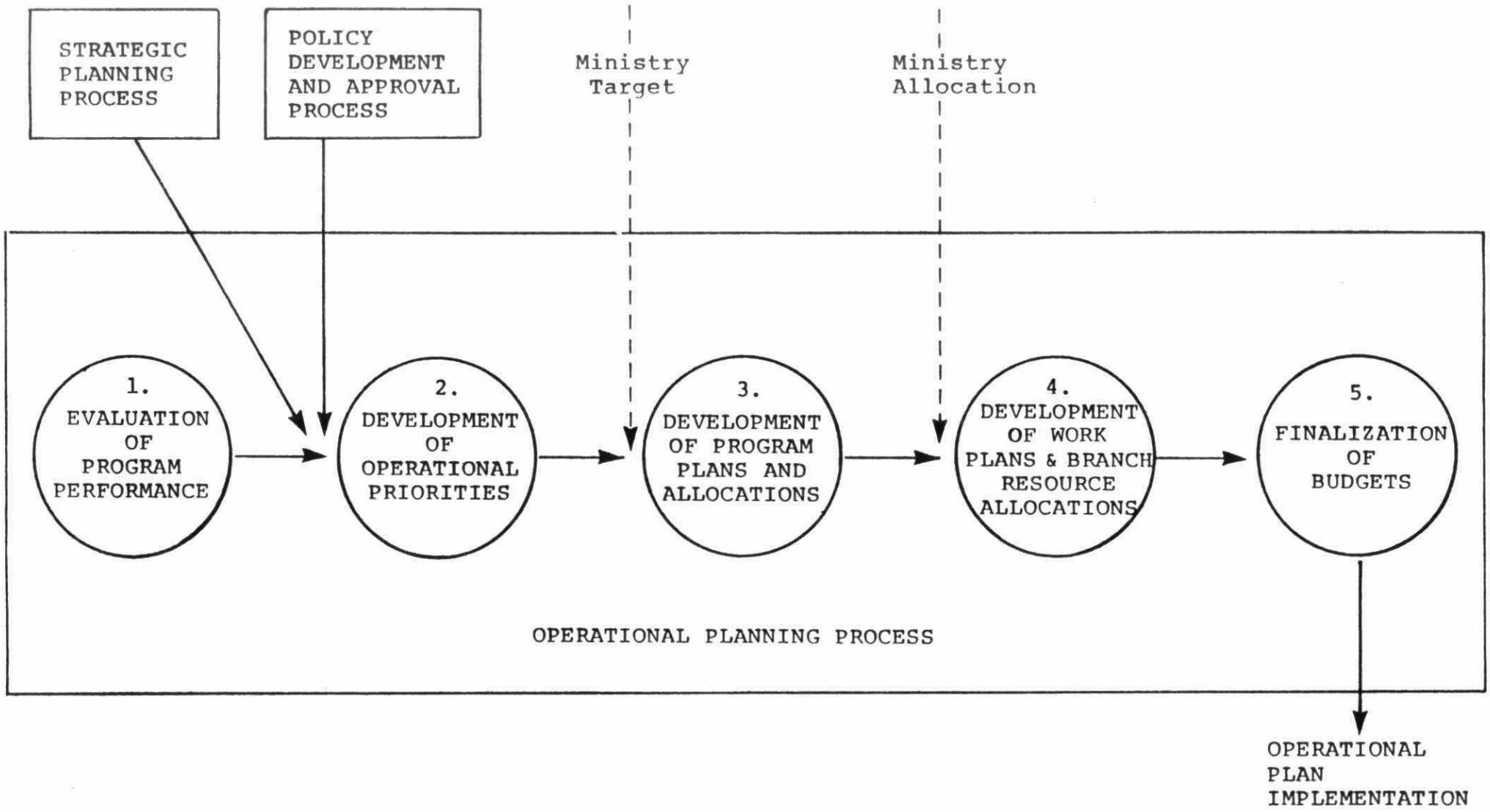
STEP 3. DEVELOPMENT OF PROGRAM PLANS AND ALLOCATIONS

With information available on the implications of various levels of funding from Step 2, negotiations take place under this Step with the Central Agencies on the Ministry's major policy issues. The major program and funding additions or reductions are reviewed.

	Time	Event	Responsibility	Results
3.A	September	Develop target.	Corporate Policy and Planning	
3.B	September	Evaluation of target implications.	Corporate Policy and Planning	Report to Management Committee
3.C	September	Negotiation of major policy issues with Central Agencies.	Management Committee	Possible inclusion of additional funding for specified issues

END PRODUCT OF STEP 3.: Preliminary decisions on program and funding additions or reductions, in order to be able to develop work plans and budget.

Figure 5.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STEP 4. DEVELOPMENT OF WORK PLANS AND BRANCH RESOURCE ALLOCATIONS

In this Step the Ministry's final allocation is approved and operational plans are developed.

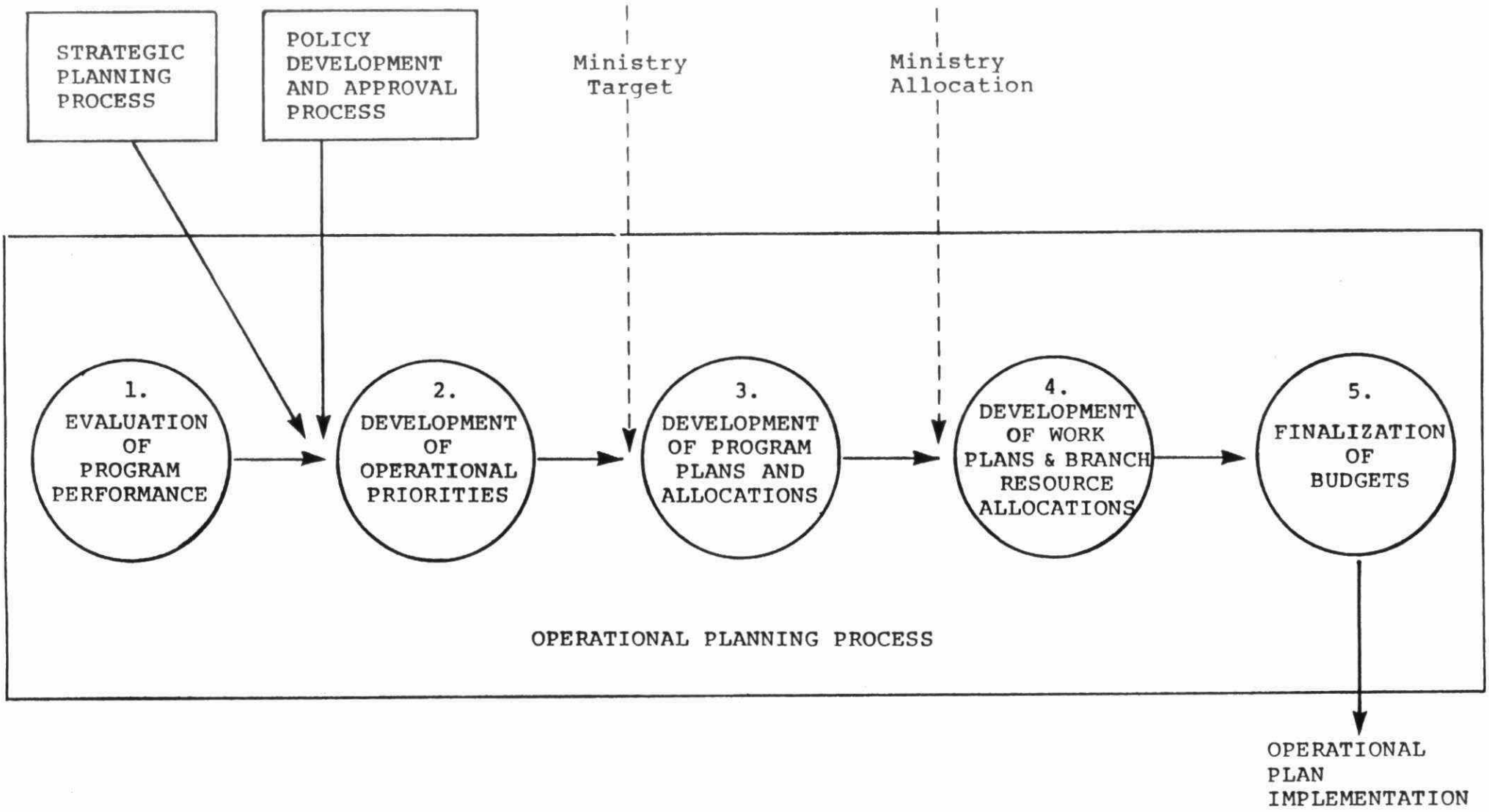
These plans are approved by the Management Committee, and the Estimates are submitted to Management Board.

	Time	Event	Responsibility	Result
4.A	October	Final Allocation and Estimates Instructions received from Management Board.		
4.B	October	Determine final program allocations and performance objectives, within Ministry allocation.	Management Committee	Confirmation of Ministry plans
4.C	October	Request updates of M.B.R. data projections for the current year and results forecasts for the upcoming year. Issue planning guidelines for the development of branch work plans.	Corporate Policy and Planning	Information to Branches and Program Managers via Division Heads
4.D	November	Develop branch work plans and complete the preparation of MBR information.	Branches and Division Heads	Presentation to Management Committee

	Time	Event	Responsibility	Result
4.E	December	Produce Ministry corporate M.B.R. report and work plans.	Corporate Policy and Planning	Report to Management Committee
4.F	December	Approve corporate M.B.R. plans and work plans.	Management Committee	
4.G	December	Develop Ministry Estimates Submission in Program/Activity format.	Corporate Policy and Planning	Report to Management Committee
4.H	December	Develop M.B.R. Abstracts Submission.	Corporate Policy and Planning	Report to Management Committee
4.I	December	Approval of submissions	Management Committee	Estimates submission to Management Board

END PRODUCT OF STEP 4.: Documentation of approved plans and resource allocations.

Figure 6.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STEP 5. FINALIZATION OF BUDGETS

In this Step, the Ministry's Estimates submission is approved by Management Board. The financial resources are then allocated according to the government's standard classification of accounts and calendarized in accordance with the annual business plans.

	Time	Event	Responsibility	Result
5.A	January	Estimates submission approved by Management Board.		Information to Branches
5.B	January	Issue instructions concerning the development of detailed organizational budgets.	Corporate Policy and Planning	
5.C	February	Finalize Branch work plans and budgets.	Branches and Program Managers	Submissions to Division Heads and Corporate Policy and Planning
5.D	February	Table final Branch work plans with Management Committee	Branches and Program Managers	Confirmation of final Plans.

	Time	Event	Responsibility	Result
5.E	March	Prepare consolidated Ministry Work Plan and budget documents.	Corporate Policy and Planning	Submission to Management Committee
5.F	March	Approve Ministry Work Plan and budget documents.	Deputy Minister	Distribution of documents for implementation of the Operational Plan
5.G	April	Prepare document summarizing major decisions on priorities, plans and the future outlook for use in the Operational Planning Cycle.	Corporate Policy and Planning	Report to Division Heads, Branches

END PRODUCT OF STEP 5.: Documentation of plans and budgets for implementation.